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COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES
313 N. Figueroa, Los Angeles, CA 90012
(213) 240-8101

June 16, 2004

TO: Each Supervisor

FROM: Thomas L. Garthwaite, MD
Director and Chief Medical Officer

Dennis A. Tafoya, Director
Office of Affirmative Action Compliance

SUBJECT: **OUTSOURCING DEPARTMENT OF HEALTH SERVICES INVESTIGATIONS**

In April 2003, the Department of Health Services (DHS) requested the Office of Affirmative Action Compliance (OAAC) study DHS' employment discrimination complaint processes and provide recommendations to improve the efficiency, effectiveness, and timeliness of investigations. The study revealed that the quality of the investigations, as measured by timeliness, consistency, and continuity could be significantly improved by centralizing the function and tasking the investigative duties to a group solely dedicated to providing employment discrimination investigation services.

To minimize County liability and improve the timely and effective investigation of employment discrimination complaints, our departments have agreed upon a strategy utilizing the services of the OAAC to conduct and manage employment discrimination investigations on behalf of DHS. The strategy will entail the OAAC staffing full-time investigators to perform a full range of investigation services on behalf of DHS. Before your Board on June 21, 2004, is the final change adjustment which reflects funding and personnel required to perform the employment discrimination investigations for DHS. The OAAC will centrally receive all employment discrimination complaints filed within DHS, assess for jurisdiction, develop an investigative plan, conduct an in-depth investigation including witness interviews, and submit a final investigative report with findings to the department for follow-up corrective action, as warranted.

We believe that this model will achieve and more efficiently manage the investigation and early resolution of the nearly 200 complaints received by DHS on an annual basis, and minimize County risk and liability by producing timely, thorough, and effective investigations.

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Our departments share the common goal of effectuating the timely, thorough and effective resolution of complaints. Further, we remain committed to implementing prompt and sustained discipline on those found to have violated the County's policy on non-discrimination.

Unless otherwise instructed by your Board, our departments will implement this strategy of tasking the OAAC with assuming the responsibility for investigating DHS' employment discrimination complaints effective July 7, 2004.

TLG:cb
garthwaite/oaac.outsourcing

c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors